

Five Sources of Untapped power

Lyn M. Van Swol, University of Wisconsin-Madison

#1 Taking another's perspective

- Go through the process yourself
- Role play the competition
- Defend the opposite
- Do a post decision review- ask your partner what drove their decision-making
- Make sure your partners communicate their perspective to you

#2 Disconfirming questions

- What would prove me wrong?
- What's the worst that could happen?
- Pretend your decision failed, now do a "post mortem" and explain why it failed
- Prepare to be wrong

#3 Emphasize the unseen

- Strong rubrics with several categories
- Create a scoring system
- Beware of the power of anecdotes over statistics
- Use base rates to avoid overemphasizing vividness

#4 Paying attention to the unknown

- Emphasize the expertise of the person with unshared information
- Use a leader or facilitator who is focused on integrating information
- Create an atmosphere where members feel safe bringing up new information
- Reduce status differences
- Frame the new information as "advice"
- Emphasize critical decision-making over easily reaching consensus

#5 Uncovering blindspots

- Do a frame audit- identify your boundaries and what you are excluding
- Outside perspective